

**DETERMINANTS OF THE IMPLEMENTATION OF CITY DEVELOPMENT
STRATEGIES (CDS): A CASE STUDY OF QAZVIN, IRAN**

by

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FAKTOR PENENTU DALAM PELAKSANAAN STRATEGI PEMBANGUNAN BANDAR DI QAZVIN, IRAN

ABSTRAK

Strategi pembangunan bandar (CDS) telah diguna pakai oleh beberapa bandar di negara membangun untuk menangani cabaran baru bandar dalam era globalisasi. Walaubagaimanapun, dalam beberapa kes, pelaksanaan CDS telah membawa kepada ketidaksesuaian dalam strategi yang dirumuskan. Fokus utama kajian ini adalah untuk mengenalpasti rangka kerja bagi memudahkan pelaksanaan strategi CDS, sekaligus mengisi jurang antara penggubalan dan pelaksanaan CDS. Rangka kerja ini telah dibangunkan berdasarkan sorotan karya faktor penentu kejayaan CDS dan pendekatan pelaksanaan strategi untuk mengkaji hubungan sebab-musabab antara mereka. Faktor kejayaan CDS yang berasaskan kepada pengalaman CDS, dan *Balanced Scorecard* (BSC) yang merupakan kaedah yang sering diguna pakai untuk menjalinkan penggubalan strategi dan pelaksanaan strategi, menjadi teras utama rangka kerja ini. Kajian ini telah dijalankan di bandar Qazvin di Iran. Satu kajian soal selidik telah digunakan untuk mengumpul data dalam kalangan pihak berkepentingan yang mengambil bahagian dalam proses perancangan CDS di bandar Qazvin. Responden terdiri daripada pihak berkuasa tempatan, wakil kerajaan pusat dan badan bukan kerajaan (NGO), masyarakat sivil dan pakar rujuk tempatan. Untuk menganalisis data, kaedah *partial least squares – structural equation modeling* (PLS-SEM) telah diaplikasi menggunakan WarpPLS perisian 3.0. Keputusan daripada penilaian model pengukuran menunjukkan kebolehpercayaan adalah sah dan sah bagi konstruk dan skala penukuran; dan penilaian model struktur menunjukkan kesan positif dan signifikan semua faktor kejayaan pelaksanaan CDS. Dapatan juga menunjukkan hubungan signifikan sebab-musabab antara konstruk yang diambil daripada BSC, yang menunjukkan kesan yang signifikan dan positif faktor kejayaan ini dalam pelaksanaan strategi CDS di Qazvin.

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ABSTRACT

The city development strategy (CDS) has been adopted by many cities of the developing world to cope with new urban challenges in the globalization era. However, in several cases, CDS implementation has led to a mismatch in formulated strategies. The main focus of this research is to devise a framework to facilitate strategy implementation of CDS and fill the gap between formulation and implementation of CDS. This framework has been developed based on the determinants and CDS success factors derived from the CDS literature and strategy implementation approaches to describe causal relationships between them. The CDS success factors derived from the experiences of CDS, and the balanced scorecard (BSC) which is a commonly used method to bridge between strategy formulation and strategy implementation, are the main cores of this framework. This research was conducted in Qazvin city in Iran. A questionnaire survey was administered to collect data among all stakeholders which participated in the planning process of CDS in Qazvin city. The respondents consisted of the local authorities, representatives of central government , NGOs and civil society, and local experts. For data analysis, partial least squares – structural equation modeling (PLS-SEM) method was employed using WarpPLS 3.0 software. Results from the assessment of measurement model showed verified reliability and validity of constructs and measurement scale; and results of assessment of structural model showed positive and significant effects of all success factors on CDS implementation. The findings also revealed significant causal relationships between determinants adopted from the BSC which demonstrated significant and positive effects of success factors on the strategy implementation of Qazvin's CDS.